

INSEAD

The Business School
for the World®

General Management
Programmes 2010/2011

Asian International Executive Programme

Executive Education

Expand your thinking. Make an impact.



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INSEAD Executive Education will challenge your assumptions, expand your thinking, build your capabilities and inspire you to make an impact.

Business is becoming more global and increasingly competitive. Achieving a competitive advantage will depend on executives being able not only to think globally but also to act and react globally. They will need to be able to manage disparate teams, turn cultural differences into a competitive edge and unlock the power of diversity to generate creativity and innovation.

World-class faculty

INSEAD has assembled a team of 145 world-class faculty from more than 36 countries. They are an inspiring mix of entrepreneurs, change agents and innovators, many of whom have been globally recognised for their ground breaking research and their contribution to business. All are experts in their fields with real-world, practical, hands-on experience of working with, and consulting for, global organisations in a wide variety of industries.

Pioneering thought leadership

INSEAD thought leadership in areas such as Blue Ocean Strategy, Leadership and Coaching, Value Creation, Innovation and Strategic Agility among others, is world-renowned, and is helping to redefine the future of business. This cutting-edge knowledge and expertise is integrated into every one of our Executive Education programmes.

World in a classroom

At INSEAD you will be in a classroom with peers, drawn from all over the world, who are facing similar issues and challenges to yours. Orchestrated by expert faculty, you will learn from each other and explore new and complex ideas. You will acquire new business-management models and gain the confidence you need to make an impact in your job.

INSEAD has more than 40 Open-enrolment Programmes in the key business disciplines of: General Management; Governance & Top Management; Leadership; Strategy; People & Performance Management; Marketing; Finance & Banking; Operations Management; and Entrepreneurship & Family Business. No matter what stage you are at in your career journey, participating in an INSEAD Executive Education programme will enable you to maximise your impact when you return to your organisation.

Are you ready for the challenge?

Introduction

In today's uncertain global business environment senior managers assuming general management responsibilities face unique challenges. They need exceptional leadership skills to manage cross-functional teams; they need an international mindset; they need the ability to successfully manage continuous change; they need the skills, knowledge and confidence to make strategic decisions and implement them, and to complicate matters further, they need to do all this whilst also creating value.

INSEAD's world-class, comprehensive **General Management Programmes** are designed to accelerate your effectiveness as a manager, increase your performance and to help you drive effective change. Designed and delivered by some of the world's best faculty, you will gain the confidence to make the decisions needed to succeed, expand your thinking and learn what it takes to become an exceptional business leader.

For senior leaders, our **Advanced Management Programme** is a reflective process that offers participants insight into the way in which they exercise judgement. **Transition to General Management** is designed to smoothe and accelerate the transition from functional/technical management into general management. The **Management Acceleration Programme** is designed for early career high-potential executives equipping them with a general management perspective. The **Asian International Executive Programme** prepares executives for senior management challenges in Asia.

Senior management challenges in an Asian context

The Asian region has rapidly developing volatile markets, changing regulatory structures and widely varying government systems. As such it presents managers with unparalleled challenges. The **Asian International Executive Programme** prepares executives for senior management challenges, helping make the transition from specialist to generalist a successful one.

Consistently set within an Asian context, the programme will provide you with frameworks for structuring your intuitive understanding of business fundamentals such as strategy, people, operations, finance and marketing. In just two weeks, this intensive programme will sharpen your decision-making skills and broaden your knowledge of the Asian business environment.

Key benefits

- Greater insight into business fundamentals and confidence to lead across functions and geographical borders, to meet the new challenges of senior management
- Acquire a new approach to strategy, processes and up-to-date business models in an Asian context
- Ongoing up-to-date information on issues faced in Asia through invitations to panel discussions after completing the programme

Programme content

Breadth, depth....and value creation

The **Asian International Executive Programme** provides a broad analytical background to complement the already considerable skills and experience of the participants. The specifically Asian case studies give these general principles of outstanding practice a unique context.

Understanding the principles and content

INSEAD uses the breadth and depth of the programme to give you the key to business and career growth: value creation. This is the objective of all organisations, whether publicly traded, family-owned, state-run or not-for-profit. This is the central concept that runs through the entire programme – across two intensive weeks and five key areas of business.

Strategy

Strategy is simultaneously a revered and maligned word in business learning. The strategy of a company results from the choices it makes in response to key questions.

We introduce some of the basic frameworks and themes that inform strategy, engage in thinking about which strategic models might be relevant for your own industrial and regional contexts and enhance your understanding of the impact your industry has on the development of successful strategy. We ask how companies can break away from the potentially self-defeating view of survival, and look instead at the 'blue ocean' of new competitive space that has not yet been considered by the competition.

Finance and management accounting

Finance and management accounting systems are the ultimate decision-making tools. We enhance your financial management skills by getting to grips with working-capital management, including cost and expenditure calculations.

We also teach you to master different approaches to valuing companies, projects and businesses. Above all, we set the universal principles of finance and accounting in an Asian context that is relevant to your business.

Crisis and consumption

What started as a problem in the mortgage industry in the USA, has escalated into a crisis that has left virtually no sector and country untouched. Responding to the crisis is the uppermost concern for companies today.

Hasty decisions that are damaging during normal times create havoc and ruin during a crisis. We give you insights on how you can develop crisis impact assessments through analysis of consumption behaviours in a crisis. We highlight how these vary across different categories and economies and assess the recovery paths in the post-crisis environment.

World economic outlook

Individuals, companies, governments and international organisations operate within an economic environment that influences their performance. The rapid expansion in China and India, slow growth in Japan, the large current account deficit in the US or the recent global financial crisis are some of the examples that highlight the complex, macroeconomic environment in which we make decisions as individuals and managers.

In this module, we build a framework for understanding the rapid transformation of the world economy and the rise of Asian countries. We assess the challenges and opportunities offered by China and India, Brazil and Russia, as well as Vietnam, Turkey and other new centres of growth. We also analyse the financial crisis and its implications for the growth prospects of Asian economies.

Efficient Management in a Changing World

Organisational behaviour

We give you the frameworks to understand and make an impact on the way people, teams and organisations as a whole, function. In addition, we give you the insights needed to lead people through both good and difficult times. The issues surrounding managing people are universal, but we help you to address challenges most relevant to Asia: attracting, motivating, enhancing and retaining talent.

Judgement and decision making

Regardless of the setting, management decisions are necessary during times of uncertainty and risk. However, managers often tend to avoid hard data and rely on heuristics and intuition to make judgments and decisions, especially given insufficient information and severe time constraints, in a turbulent and fast-changing environment.

In doing so, they exhibit various systematic biases in framing decisions, seeking information and in evaluating feedback. The purpose of this module is to highlight the cognitive processes behind such biases and to provide insights for improving individual judgments and decision-making.

Marketing

Marketing in Asia has often been done in the reverse - with companies searching for consumers who will buy their products. Consequently, it is not surprising that the promise of hundreds of millions of consumers has remained a mirage to most companies.

Success in Asia will be achieved by companies who get the marketing fundamentals right and address the specific marketing challenges in the region. We give you insights on how companies can address the Asian B2C challenges of affordability, access, availability and innovation.

From the B2B perspective, we uncover how companies can achieve success through client insights, innovative business models and organisational alignment. We also highlight the implications of the evolution of Asian economies for successful marketing strategies and tactics for tomorrow.

To learn more about the **Asian International Executive Programme** and download the application form, visit:
http://executive.education.insead.edu/asian_international_executive/



Learning process

How you learn is as important as what you learn.

The **Asian International Executive Programme** carefully combines a wide range of experiences into a powerful learning process:

- Thought-provoking lectures to grasp the latest thinking and the most complex concepts
- Interactive case studies based on real-life business dilemmas from Asia and Beyond
- Group work that gives you the benefit of experience and expertise that is very different from your own
- Classroom discussions to open up new perspectives
- Simulations to test your skills and knowledge in a highly competitive yet risk free environment

To sum up, we use all the tools of the teaching trade to give sound business fundamentals with Asian case studies, including examples of best practice from comparable economies throughout the world.

Learning from peers

You will learn as much from each other as you do from our faculty. By sharing experiences with both professors and participants, you will focus diverse and brilliant minds on your day-to-day business issues.

Learning online

A few weeks before the programme starts you will receive a login and password for the dedicated online platform. This will give you further programme information as well as the schedule and preparatory reading to download. You will also have access to profiles of your fellow participants. That is because the **Asian International Executive Programme** is much more than a course – it is also a community.

And the learning continues

The online platform keeps the community connected long after the programme is over. But as well as a networking medium, it is an ongoing learning tool. Online access to INSEAD research databases also helps ensure that your professional and personal growth never stops.

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Campus Information



As one of the largest of the world's leading business schools – and certainly the most international – INSEAD is well placed to make an impact on your business. INSEAD is unique in having a three-campus structure, with a European campus in Fontainebleau, France, an Asian campus in Singapore and a Middle Eastern campus in Abu Dhabi, United Arab Emirates. The campuses are equally diverse and all have world-class faculty in residence. Executive programmes run at one, two or even across all three of our main locations. Our Customised Programmes can also be held anywhere in the world.

Europe Campus



Fontainebleau, the home of INSEAD's Europe Campus, is spread across 8 hectares. Nestled in the vast forest of Fontainebleau, the modern architecture of the campus blends harmoniously with the green and leafy surroundings. Facilities are of the highest standard and include 28 lecture theatres, 2 restaurants, a bar, a bookshop, extensive library resources and a fully equipped gym.

Asia Campus

The Asia Campus is situated in the greenery of the Buona Vista area, the country's 'knowledge hub', and is just 25 minutes from the airport and 10 minutes from the financial district. It occupies a 2.8-hectare site and has 7 amphitheatres with a total capacity of 500 and an 85-room residence.

Abu Dhabi Campus

Abu Dhabi is the home of INSEAD's third campus, which is just 25 minutes from the airport and 10 minutes from the 'Corniche'. This new, 12-storey, 6,000 square-metre building, purposely designed for Executive Education, presents a whole new world of possibilities for management education in the Middle East.

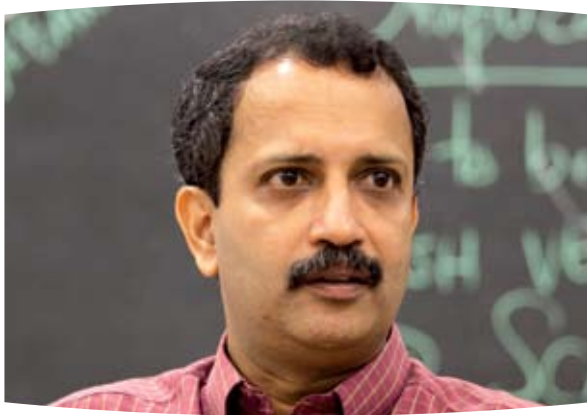
Faculty

All the breadth and depth of the programme is personified in its faculty. INSEAD's professors represent many cultures, many disciplines, many perspectives. At the same time, they are acknowledged world experts in their own particular fields – and outstanding teachers.

With strong track records in research and teaching, our faculty also remain intimately close to business. Most are engaged in cross-disciplinary research, either through dual-subject appointments to INSEAD or through the school's multi-faceted research centres.

Unlike many schools, we make sure that INSEAD's own highly rated professors represent the vast majority of teachers on our General Management Programmes. And only the most experienced or those with new and relevant research are invited to teach on the Advanced Management Programme. In short, they are selected for their outstanding teaching and original thought. Participants take away their latest books, as well as long-lasting memories of their classes.





Paddy Padmanabhan (United States)

Programme Director

“AIEP has been an incredibly enriching experience. It has been like an early warning system for the challenges that companies face in Asia. The stimulating debates and discussions in the classroom have driven my research and teaching agenda and contributed to the development of the materials I use in this programme and elsewhere. These conversations have opened up avenues for thought and reflection that the participants and I engage in long after the programme.”



Ilian Mihov (Bulgaria)

Programme Director

“The magic of the programme comes from its diversity. The participants create an atmosphere in which they’re constantly questioning other people’s views – and their own – on a multitude of issues. And as the programme gradually provides frameworks and models, so this collection of eclectic opinions starts to be reorganised into a coherent system that helps participants to understand their business environment more clearly. This understanding helps them to implement strategies and to respond to everyday challenges back at work. This helps them to navigate their businesses safely during crises and periods of market turmoil.”

Other faculty members include

Jacob Cohen (United States)

Affiliate Professor of Accounting and Control and Business Law

Pushan Dutt (India)

Associate Professor of Economics

Anil Gaba (India)

Professor of Decision Sciences

Martin Gargiulo (Uruguay/Italy)

Professor of Organisational Behaviour

To learn more about the **Asian International Executive Programme** and download the application form, visit:

http://executive.education.insead.edu/asian_international_executive/

Participant profile

Breadth and depth are what characterise the **Asian International Executive Programme** participants. Participants are diverse in terms of nationality, international experience, culture and background. They all have proven track records in their own areas of business. They also tend to fit the following profile.

- Executives with at least eight years' management experience, or newly appointed general managers
- Typically participants that already work in Asia (or are preparing to) or have responsibilities that are specific to the region

If you fit this profile, we encourage you and your company to submit an application. Please download the form at http://executive.education.insead.edu/asian_international_executive/ in order to enter the selection process.

From network to community

INSEAD provides the opportunity to meet and stay in touch through the programme and its online platform, but the real sense of community comes from participants themselves.

Participant groups are still in touch many years after coming to INSEAD and organise their own reunions throughout Asia. There is something about the cross-cultural relationships formed at INSEAD that makes them particularly strong and enduring. Add the Asian connection and shared new challenges and you have a recipe for the unique **Asian International Executive Programme** community.

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Some of our past participants have included

Managing Director

Deutsche Bank
Germany

Partner

KPMG
Australia

Director - Special Task Force

Vestas Wind Technology
China

Country General Manager

TNT Vietrans Express Worldwide
Vietnam

General Manager

Reliance Industries
India

Regional Claims Director

Thomas Miller
The United Kingdom

Managing Director

Inergy Automotive Systems
Thailand

Managing Director

Actebis Computer
Denmark

Chief Operating Officer

PT Trakindo Utama
Indonesia

Managing Director

Alfa Laval
Malaysia

Senior Vice President & Deputy General Manager

VIVEO
France

President

BioTechnology Consulting
Korea

Asia Pacific Regional Director

Johnson & Johnson
Philippines

Director - Strategy & Finance

Western Region Development Council
United Arab Emirates

General Manager

Roche Diagnostics
Taiwan

Deputy General Manager

Hitachi Information Systems
Japan

Managing Director

Alvarion
Singapore

Executive Vice President

Cardif do Brasil Vida e Previdência
Brasil

Business Unit Director

Roche
Pakistan

Vice President - Operations Process division

Cameron
The United States

“The programme challenged me in a different way from my work environment. I went back to work recharged and ready for the challenges ahead. I also feel more confident in a senior crowd and feel that I can express my vision better.”

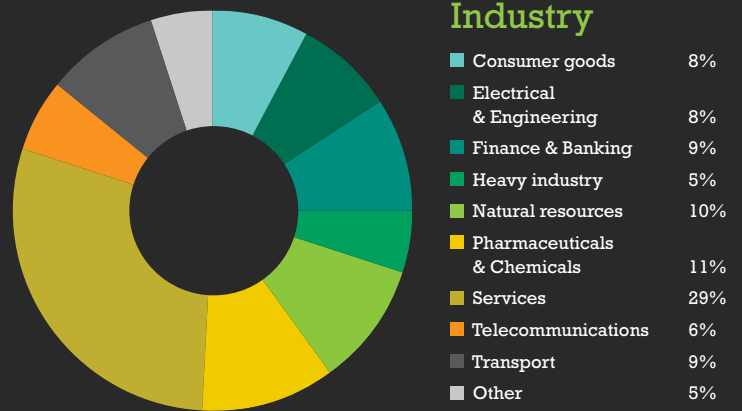
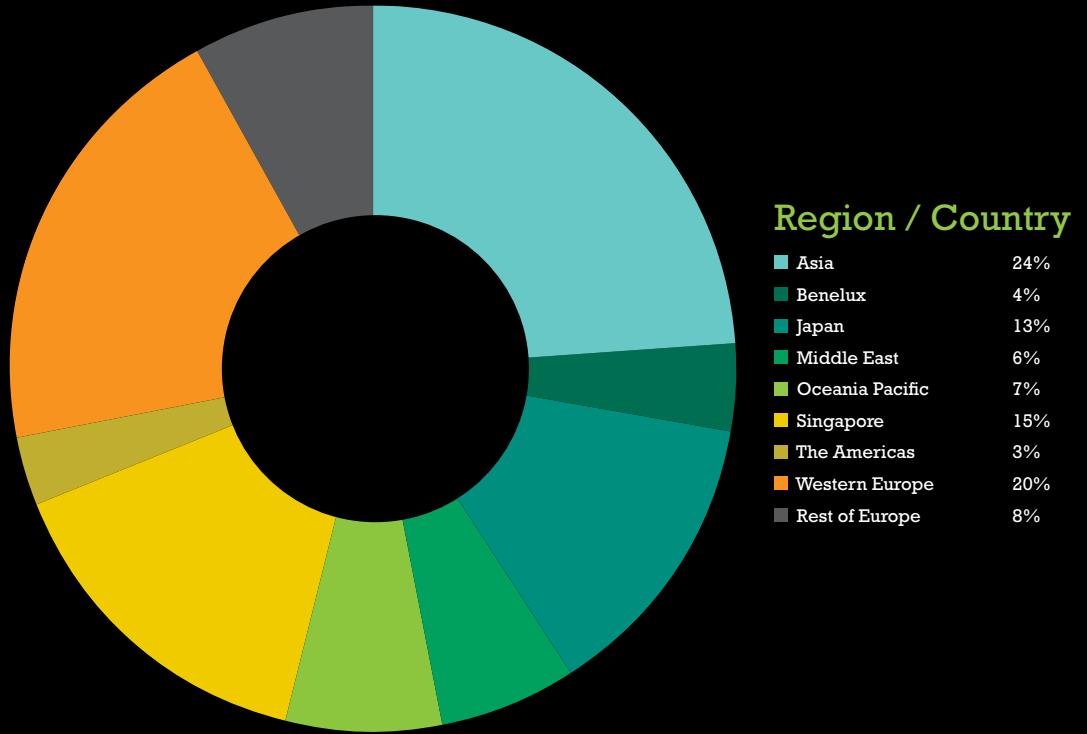
Andy Rusie,
Finance Director, Malaysia & Singapore
Mead Johnson Nutrition, Malaysia

“The diversity of the participants – from Asians, to non-Asians working in Asia and people outside this region – has allowed me to gain different perspectives from my peers with different business backgrounds and industries.”

Anne Hu,
Disease Area Head – Oncology, Asia Pacific
Bristol-Meyers Squibb, Singapore

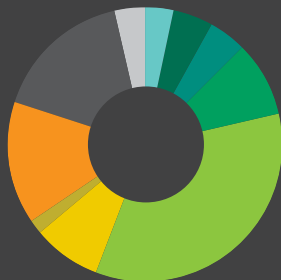
“The programme helped me to harness the power of the crowd.”

Romain Guerel,
Project Director,
Maped Suzhou Office Supplies, China



Function

Administration & Human Resources	4%
Business Dev. & Corporate Plan.	5%
Engineering	5%
Finance	10%
General Management	38%
Manufacturing & Operations	9%
Project Management	2%
R & D Management	6%
Sales & Marketing	18%
Other	4%



Facts and Figures

Programme	Date	Location	Length	Fee*	Level
Asian International Executive Programme	28 February– 11 March 2011	Singapore	2 weeks	SG\$20,900	New General Manager
	23 May–3 June 2011	Singapore			Senior Functional Manager
	14–25 November 2011	Singapore			

Tuition fees*

A tuition fee of SG\$20,900* is billed after acceptance, two to three months before the programme, and must be settled before the programme begins. Instruction, teaching materials, books, refreshments during breaks, lunches on working days and opening and closing dinners are covered by this fee. Weekday lunches are served in the campus's cafeteria-style restaurant, which has choices for all tastes and dietary requirements.

Accommodation

The tuition fee does not cover accommodation. This is reserved by INSEAD on your behalf. The approximate cost of on-campus accommodation in Singapore is \$1400 per week. Accommodation charges should be settled at the end of the programme.

Cancellation policy

Cancellation charges are as follows:

- 45 to 30 days' notice: 25% of the tuition fee
- 29 to 8 days' notice: 50% of the tuition fee
- within 7 days of start date: 100% of the tuition fee

* Fee subject to change. For programmes delivered in France, VAT (19.6%) to be added for companies based in France, individual purchasers from the EU and for European companies where no VAT number is supplied. For programmes delivered in Singapore, GST (7%) to be added for Singapore-registered companies.

Application Process

Acceptance to the **Asian International Executive Programme** is not automatic but subject to the review of the admissions committee who carefully evaluate all applications, systematically calling participants, to ensure that the programme will meet their objectives.

It is imperative to apply early to this programme as the date for applications will be closed off at six weeks before the programme commences, as this is when the pre-programme work begins. Please contact our programme advisor Meow Kim Ong if you have any questions.

Places are confirmed on a first-come-first served basis, taking into consideration the applicant's level, objectives and the diversity of the class. The Admissions Committee will review your application and advise you on the outcome as soon as possible.

Any Questions?

INSEAD's expert programme adviser, Meow Kim Ong, is there to support **Asian International Executive Programme** candidates and participants. If you have any further queries about the programme, how it fits with your needs or how the selection process works, we're here to help. Do get in touch using the contact details below.

INSEAD Asia Campus

Ong Meow Kim

Programme Advisor,
Open-enrolment Programmes

Executive Education

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Alternatively you can use the following contacts for more general enquiries.

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Fax: +33 (0)1 60 74 55 13
E-mail: AIEP_Contact@insead.edu

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Adey Zaghab

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E-mail: AIEP_Contact@insead.edu

Why should I choose INSEAD above other business schools?

We think our diversity is what makes us different – and better, especially for participants who wish to prepare for a very turbulent and challenging international arena. And it is certainly the only school where no single culture will dominate. The second major reason is that INSEAD has forty years' experience of educating top executives. The **Asian International Executive Programme** reflects "our best practice" in providing participants with an intense yet full general management experience.

Why should I do a General Management Programme?

INSEAD's business leadership General Management Programmes will equip you with the skills, knowledge and the confidence to become a great business leader. Created and delivered by some of the world's best faculty, each one of these programmes will challenge assumptions and enhance leadership skills, delivering a broader vision to both you and your organisation. Depending on your level and experience, we offer the **Advanced Management Programme, Transition to General Management, Management Acceleration Programme** and the **Asian International Executive Programme**.

Is this programme only for executives working in Asia?

No. Those based in Asia will find the programme extremely valuable, but they are not the only ones. For example, executives from outside the region who want to develop their general management skills and strategic thinking will benefit greatly from the experience, especially if they have an interest or responsibility in Asia. Companies looking to expand into Asia or individuals about to relocate to the region will also gain great value from the programme. It is designed to help individuals and companies face the specific challenges of general management, with an emphasis on Asian case studies.

How do I know that this General Management Programme is right for me?

If you would like to compare the **Asian International Executive Programme** with our other general management options, take a look at our easy-to-use table on the inside back cover. We also strongly encourage you to get in touch with Meow Kim Ong to discuss the various options in relation to your specific needs and abilities.

How will this programme benefit me when I go back to work?

Whilst theory is essential, practical solutions – in addition to the personal experiences of participants from diverse backgrounds and cultures – ensure that INSEAD General Management Programmes provide the skills and knowledge that are relevant in real-life business situations. By using actual case studies to develop theoretical ideas, the **Asian International Executive Programme** explores business insights in both a global and distinctly Asian context.

Do I have to attend the sessions on my own area of expertise?

Absolutely. Firstly, you will almost certainly gain a new perspective on your field. Our faculty integrate the very latest developments in management thinking into their teaching – and provide the Asian context that our participants are seeking. Secondly, you will have the valuable experience of passing on your expertise to classmates from other disciplines. In other sessions, they will return the favour by sharing their insights and expertise with you.

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Comparison grid

	Advanced Management Programme	Transition to General Management	Management Acceleration Programme	Asian International Executive Programme
Participant profile	<ul style="list-style-type: none"> Senior executives such as CEOs, heads of business units, geographical regions or corporate functions An average of 12 years' management experience, with at least five years in general management positions with significant P&L and cross-functional responsibilities 	<ul style="list-style-type: none"> Senior functional or technical managers about to make the transition to general management or recently appointed general managers At least eight years' management experience with an outstanding track record in one or more functional areas of business 	<ul style="list-style-type: none"> Emerging leaders early in their careers as managers, or high-value individual contributors close to gaining management responsibilities Those having potential for future senior general management position/role typically graduates with at least five years' work experience in a role with some operating, corporate or management responsibility 	<ul style="list-style-type: none"> Executives with at least eight years' management experience, or newly appointed general managers Typically participants already work in Asia (or are preparing to) or have responsibilities that are specific to the region
Programme content	<ul style="list-style-type: none"> Structured reflection by participants into how they exercise judgement Coaching and feedback to go beyond the science of management to the craft of being a senior leader Focus on the objective functions of senior leaders as defined by diverse stakeholders, and the constraints and opportunities offered by the external environment Organisational levers that leaders use to achieve goals and how they become more effective in achieving these goals through a deeper understanding of themselves 	<ul style="list-style-type: none"> In-depth examination of the foundations of business, to reinforce expertise in leading the value-generation process for successful transition to general management Self-awareness and leadership style is developed within a unique group of peers from other cultures, industries and backgrounds Using rigorous frameworks and tools, participants learn how to make effective decisions that create significant value Optional fifth-week business simulation that integrates past experience, new-found skills and knowledge into a global perspective 	<ul style="list-style-type: none"> Fundamental business principles and skills necessary for a thorough foundation in general management, to develop a deeper and broader level of competence in key functional disciplines Conceptual frameworks and reflective learning processes, to develop the knowledge, awareness and abilities to exercise leadership in and across teams A broader perspective of the business and the connection of everything learned on the programme to achieving a value creating perspective 	<ul style="list-style-type: none"> Understanding of the principles and context for general management and value creation through thorough investigation of: strategy; finance and management accounting; crisis and consumption The fundamentals of efficient management in a changing world, including judgement and decision making, and marketing, set within an Asian context Practical advice on how to turn global strategy into Asian solutions
Key benefits	<ul style="list-style-type: none"> Gain insights that challenge your assumptions Develop greater confidence – by testing your assumptions and making them more robust Actionable knowledge – harnessing the knowledge you already have into workable action plans 	<ul style="list-style-type: none"> More effective decision making at a general management level and enhanced leadership skills, giving you increased confidence and managerial impact Develop a keen understanding of how to 'manage for value' (using the INSEAD developed 'Blue Line Management' concept) Integrate your knowledge and skills in a programme format that meets your busy schedule 	<ul style="list-style-type: none"> Become a more confident manager ready for new responsibilities, with new knowledge, skills and self-awareness Focus on creating value and providing leadership to become a more effective manager Return to the office ready to make an immediate impact with a fresh perspective encompassing the bigger business picture and a longer-term view 	<ul style="list-style-type: none"> Greater insight into business fundamentals and confidence to lead across functions and geographical borders, to meet the new challenges of senior management Acquire a new approach to strategy, processes and up-to-date business models in an Asian context Framework and theories plus panel discussions focusing on current issues faced by Asian countries
Length	4 weeks + 1 week optional residential segment for alumni	2x2 weeks modular (optional 5 th week integrated business simulation module)	3 weeks or 2 weeks + 1 week	2 weeks
Location	Fontainebleau + Singapore	Fontainebleau + Fontainebleau Fontainebleau + Singapore Fontainebleau + Abu Dhabi	Fontainebleau Singapore + Fontainebleau	Singapore

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